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Annual report of the Executive Director

Summary

In 2013, UNOPS provided implementation, advisory and transactional services that supported partners in the delivery of tangible benefits to people in need, often in the most challenging environments. The organization continued to improve the way it operates, successfully benchmarking itself against international standards and promoting approaches and processes that produce sustainable results.

In 2013, UNOPS delivery was $1.14 billion, up from $977 million in 2012, with new engagements reaching a record $1.96 billion, up from $1.35 billion. Delivery in low-income countries and countries affected by conflict continued to increase as a percentage of total delivery. UNOPS kept costs firmly under control and ensured that its solid financial position was maintained, instilling confidence in partners and demonstrating the strength of its business model.

Key operational results completed on behalf of partners included the construction or rehabilitation of 81 bridges, 3,560 kilometres of road, 31 schools, and 26 hospitals and health clinics. UNOPS procured over 19,000 units of machinery and equipment for its partners, as well as over 4,000 vehicles and 11.3 million doses of medicine. More than 47,000 people were trained, and 288 high-level meetings were organized. UNOPS provided over 14,600 days of advisory services to its partners.

During the period of the UNOPS strategic plan, 2010-2013, the organization experienced transformational change. UNOPS is now financially strong, has a clear mandate and firm lines of accountability, and is experiencing record demand for its services. A robust platform has been established to implement the strategic plan, 2014-2017, thereby better supporting partners in bringing about sustainable development.

Elements of a decision

The Executive Board may wish to take note of: (a) the significant contributions made by UNOPS, often in the most challenging environments, to the operational results of the United Nations and its partners in 2013; (b) the transformational change of UNOPS during the period of the strategic plan, 2010-2013; and (c) the firm platform established for implementing the strategic plan, 2014-2017, focused on sustainable development.

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I. Introduction

1. The Executive Director is pleased to inform the Executive Board of the progress made during 2013 in the implementation of the UNOPS strategic plan, 2010-2013. In 2013, UNOPS supported its partners in delivering tangible results to people in need, often in the most challenging environments. In doing so, it brought international standards of efficiency, effectiveness and transparency to its partners' operations and contributed to sustainable development.

2. In September 2013, the Executive Board approved the UNOPS strategic plan, 2014-2017. The plan highlights sustainability, focus and excellence, and emphasizes national capacity. It clearly sets out how the organization can advance sustainable implementation practices in development, humanitarian, and peacebuilding contexts, always satisfying or surpassing partner expectations.

3. While the overall structure of this report follows the format of previous years, the content also reflects measures taken in 2013 to incorporate the themes of the new strategic plan. Annex 5, available on the Executive Board website, summarizes the results achieved during the period 2010 to 2013.

II. Management results framework

A. Partner perspective

4. In 2013, overall UNOPS delivery was $1.14 billion, compared to $997 million in 2012. This increase is mainly attributable to a scaling up of UNOPS support to operations in Afghanistan, Haiti, Myanmar, Somalia, and Yemen, as well as increased work with partners responding to the crises in Mali and Syria. Delivery in low-income countries and countries affected by conflict continued to increase, up to 62 per cent of total delivery, compared with 51 per cent in 2012. The trend is a testament to partners' confidence in the ability of UNOPS to operate in those challenging environments.

5. In 2013, 60 per cent of UNOPS delivery was on behalf of the United Nations system, down from 65 per cent in 2012 but closer to figures from previous years. UNDP was again its largest United Nations partner, accounting for $280 million, or 25 per cent of total delivery, a 6 percentage point decline compared to 2012. This included UNDP regular resources of $30 million, with $250 million in other funding coming from or administered by UNDP. This included $16 million where UNOPS is in direct partnership with UNDP, $71 million from the Global Environment Facility (GEF), $73 million in management service agreements where funding came from host countries, and $90 million from UNDP-administered multi-partner trust funds on behalf of the United Nations Development Group. The second largest United Nations partner was the Department of Peacekeeping Operations, accounting for $204 million, or 18.1 per cent of implementation expenditure, compared to 17.8 per cent in 2012. Other 2013 trends among United Nations partners included a further increase in delivery on behalf of the Office of the United Nations High Commissioner for Refugees, up to $40 million from $22.5 million in 2012. Support services to both UN-Habitat and the United Nations Office on Drugs and Crime (UNODC) increased during 2013.

6. The largest partnership with a government during 2013 was with the Government of Afghanistan, followed by those of Peru and Guatemala, respectively. In Afghanistan, the majority of services were in direct support to the Government, while in Guatemala and Peru the partnership with the governments continued through UNDP management services agreements. Total direct support to governments, including through such agreements, was 29 per cent of

delivery, compared with 31 per cent in 2012. The decline reflects the completion of a series of large-scale procurement contracts and changing legislative environments in certain countries.

7. UNOPS partnered with international financial institutions, including though a variety of partnership structures with the World Bank, on $77 million worth of projects. Direct implementation for the World Bank increased to $15.1 million from $14.4 million in 2012.

8. UNOPS work for the European Union increased to $43 million of delivery, from $34 million in 2012. In Tunisia, for example, UNOPS is rehabilitating the prisons of Messadine and Gabès. New business signed with the European Union during 2013 totalled $54 million, compared to $90 million a year earlier.

9. UNOPS continued to strengthen its partnership with the Global Fund to Fight AIDS, Tuberculosis and Malaria, acting as principal recipient in Cambodia and Myanmar. Globally, UNOPS delivered more than $46 million of services and worked as a local fund agent for the Fund in 15 countries.

10. The largest donor government to UNOPS projects where delivery can be directly attributed was the Government of Japan, with significant funding for infrastructure activities in Afghanistan and South Sudan. Second was the Government of Canada, followed by the Governments of the United States, the Netherlands and Italy.

11. UNOPS manages a limited number of pooled trust funds, the largest of which are in Myanmar or operate globally. The Governments of Australia, Denmark, the Netherlands, Sweden and the United Kingdom, as well as the European Commission, were significant contributors.

12. In 2013, the largest countries of delivery were Afghanistan, South Sudan, Myanmar, Somalia and Haiti, in that order. In 2012, they were Afghanistan, South Sudan, Myanmar, Peru and Somalia.

13. New agreements signed between UNOPS and its partners reached record levels in 2013, totalling $1.96 billion, up from $1.35 billion a year earlier. There was solid growth in Afghanistan and Myanmar, and significant increases in Iraq, Syria, and Yemen.

14. Delivery volumes are one way to measure the scale of UNOPS contributions. However, as the organization increasingly works through national systems by offering advisory services, delivery numbers will not capture the full impact of UNOPS efforts. For example, in Afghanistan and South Sudan, UNOPS provides technical assistance and develops capacity within the ministries of public works and other government infrastructure units. These projects have low delivery figures because funding for the implementation of infrastructure works remains with the government, reinforcing the sustainability of the initiatives.

15. UNOPS organizes its work around three delivery practices: sustainable infrastructure, sustainable procurement, and sustainable project management. In 2013, 43 per cent of delivery was attributable to project management, 30 per cent to infrastructure, 18 per cent to procurement, and 9 per cent to other management services requested by partners. Since UNOPS is demand driven, there will be yearly variations in these figures.

B. Business process perspective

16. UNOPS continues to benchmark itself against international standards. In 2013, the organization gained four prestigious project management certifications from APMG-International the group behind the Prince2 methodology – and from the Project Management Institute. The certifications further position UNOPS as a global leader in project management

for development, humanitarian and peacebuilding operations. The UNOPS Sustainable Infrastructure Practice Group gained ISO 14001 certification, the most recognized environmental management standard in the world, awarded to organizations that actively assess and manage their environmental impacts.

17. UNOPS was also assessed and certified by the European Foundation for Quality Management. The benchmarking identified strengths and gave a guide for further improvements.

18. UNOPS shares the knowledge it has acquired. For example, project management workshops, conducted for partners in 21 countries, were attended by more than 1,300 people.

19. In line with the ambitions of the strategic plan, 2014-2017, a programme was established to provide dedicated resources, focus and coordination to sustainability initiatives throughout UNOPS. The 'sustainability' marker was developed to review and improve UNOPS project engagements. This methodology informs conversations with partners on sustainability, assessing the likely social, environmental and economic impacts of a project, as well as national capacity. It allows monitoring and reporting on sustainability deliverables throughout the project cycle. The aim is to establish a sustainability baseline for UNOPS projects by the end of 2014.

20. Several measures were taken to realign regional and headquarters functions to ensure the efficient use of resources and position the organization to implement the next strategic plan. Among other improvements, the Integrated Practice and Advice Service was established to provide consistent, effective advice to operations; the Global Partner Services Office was established to manage multi-regional projects and to strengthen relationships with global partners; the Human Resources Practice Group was given additional responsibilities for change management, and the Financial Practice Group was strengthened to improve its strategic and budgeting role.

21. In 2013, UNOPS rebuilt the United Nations Global Marketplace, which acts as a single window where potential suppliers can register with United Nations organizations. These organizations account for over 99 per cent of total United Nations procurement.

22. During 2013, the rate of implementation of audit recommendations was improved. The overall implementation rate of audit recommendations issued between 2008 and 2013 was 91 per cent.

23. In 2013 the Ethics Officer received 416 referrals. These have been detailed in a dedicated report (DP/OPS/2014/4) for presentation to the Executive Board at its annual session.

24. As part of a review of corporate systems, UNOPS commissioned an independent evaluation of its enterprise resource planning system. The recommendation was to replace the current system with a solution that would better suit UNOPS needs. This was indicated in the UNOPS budget submission of September 2013. In January 2014 it was decided to move ahead with the implementation of a new system. The objective is to transform the information systems landscape within UNOPS, creating a smarter, more agile and better-integrated set of processes and systems, enabling the organization to support partners more efficiently.

Box 1. Gaining recognition as a leader in sustainable procurement

In 2013, UNOPS was selected to join a high-level advisory committee for a new global scheme to promote sustainable procurement. Launched at the Rio+20 Conference and led by the United Nations Environment Programme (UNEP), the Sustainable Public Procurement Initiative seeks to help governments maximize environmental, economic and social benefits from public procurement.

Sustainable procurement can mean considering the fuel efficiency of vehicles, purchasing stationery made of recycled paper, or buying from women-owned or minority-owned businesses. In cooperation with UNEP, UNOPS is helping to develop tools, resources and knowledge to expand sustainable procurement within the United Nations system. As a leader in the field, UNOPS already provides training and advisory services to partners and fellow United Nations organizations.

In 2013, UNOPS was awarded a certificate in sustainable procurement by the Chartered Institute of Purchasing and Supply, recognizing excellence in procurement policies, procedures and practices.

C. People perspective

25. The total UNOPS workforce at the end of 2013 was 7,602, up from 6,366 a year earlier. Of these, 850 were staff, and 6,752 had individual contractor agreements (732 international and 6,020 local). UNOPS recruited 142 staff in 2013. Of those, 84 were international professional staff, 19 were national professionals and 39 were general service staff. The number of staff who left the organization was 157. Staff turnover was 18.5 per cent, an increase from 15.8 per cent in 2012. Women made up 36.8 per cent of staff. UNOPS has strengthened efforts to increase the recruitment of women with a new institution-wide framework on gender equality. This includes measures to develop targeted outreach to female professionals, offer mentoring and leadership, strengthen human resources policies, and raise accountability among managers. A gender review will be carried out at headquarters and in all offices to identify needs and formulate concrete recommendations to achieve gender equality.

26. New processes and systems were developed in 2013, including a payroll system that fully automates payment processes for the salaries of nearly 3,000 personnel on individual contractor agreements, sharply reducing managers' administrative tasks. A provident fund scheme was developed for those working under the agreements, who are able to save 7.5 per cent of their salaries while UNOPS contributes 15 per cent. New provisions were introduced to improve working conditions, including hardship leave for those based in hardship duty stations, the issuance of two year contracts, and maternity leave for international personnel working under individual contractor agreements.

27. In 2013, UNOPS strengthened personnel performance management, with the 'rewards, recognition and sanctions' initiative completing its third year. In July, the initiative was endorsed by the International Civil Service Commission, which encouraged its continuation, noting its positive impact on performance management. Completion rates for performance appraisals have risen to 97 per cent since its introduction. In 2013 a performance management training programme was introduced for all supervisors, while the initiative led to the recognition of more than 20 colleagues for their exceptional contributions during an annual awards ceremony. External survey results show that personnel increasingly understand the link between performance and the achievement of business targets. The initiative also provides tools to address under-performance.

28. In 2013, personnel participated in more than 2,800 UNOPS learning activities or programmes, up from 1,865 in 2012. Around 50 senior managers were certified through the leadership development programme run by UNOPS in partnership with eCornell. UNOPS is also partnering with the United Nations System Staff College, ensuring that UNOPS representatives participate in the United Nations country team leadership training. More than 200 colleagues are participating in external professional certifications run by, among others, the Association of Chartered Certified Accountants (71 participants) and the Chartered Institute of

Purchasing and Supply (117 participants). More than 500 personnel participated in the Prince2 project management exam or in the UNOPS project management certification programme.

29. The global personnel survey, conducted in January 2014, showed that the percentage of personnel satisfied with their jobs had risen to 85 per cent, up from 84 per cent in 2012 and 82 per cent in 2011.

D. Financial perspective

30. During 2013, UNOPS delivered $1.14 billion in project services against $997 million in 2012, an increase of 16 per cent. Project-related net revenue was $62.6 million compared to $58.5 million in 2012. Miscellaneous income earned was $6.4 million against $11.1 million, with service income $9.3 million compared to $9.2 million. Management expenses were $55.2 million compared to $55.7 million a year earlier, a decline of around 1 per cent. This resulted in a net surplus of income over expenditure, after provisions for write-offs, of $9.8 million, compared to $8.2 million in 2012.

31. In February 2014, a panel of experts gave their opinion on the allocation of financial responsibility between UNOPS and UNDP regarding the interfund account. As a result, UNOPS received a net amount of $6.4 million, which has been incorporated into the 2013 financial statement.

32. An actuarial revaluation of UNOPS end-of-service employee liabilities indicate that such liabilities at year end 2013 were about $7.4 million more than liabilities at the end of 2012. By the end of the financial year 2013, UNOPS had been able to fund the increase in its end-of-service liabilities in full, and to exceed its obligatory reserve target as determined by the revised formula approved by the Executive Board.

33. The above expenses, revenue and reserve balance for 2013 are early figures calculated by UNOPS and may be subject to change. The figures have yet to be verified and audited by the United Nations Board of Auditors.

III. Operational results

A. Results framework

34. Four high-level goals defined the work of UNOPS during 2010-2013. They are called 'contribution goals', since UNOPS contributes to the results of its partners. The operational results UNOPS achieved for its partners during 2013 are reported in total in the key results section below, and are subsequently divided among the four contribution goals.

35. Goal one, rebuilding peace and stability after conflict, accounted for 41 per cent of UNOPS work on behalf of partners in 2013 (up from 37 per cent in 2012); goal two, the early recovery of communities affected by natural disasters, 8 per cent (up from 5.5 per cent); goal three, the ability of people to develop local economies and obtain social services, 41 per cent (down from 49 per cent); and goal four, environmental sustainability and adaptation to climate change, 9 per cent (up slightly from 8.5 per cent).

36. In 2013, UNOPS supported 1,230 active projects on behalf of its partners. Details of these partners accompany the project examples in sections B-G, and in annex 2 (available on the Executive Board website).

37. UNOPS accepted new engagements based on a rigorous review of their compliance with the mandate, values and core competencies articulated in its strategic plan and related Executive Board decisions, as well as conformity with and support of United Nations country-level objectives. Acceptance of new projects involved a comprehensive assessment of implementation risks and the expectation that all costs would be recovered.

B. Key results achieved for partners

38. In 2013, UNOPS constructed or rehabilitated 81 bridges, 3,560 kilometres of road, 2 airstrips and 1 harbour, compared with 27 bridges, 2,631 kilometres of road, 4 airstrips and 6 harbours in 2012.

39. UNOPS managed the construction or rehabilitation of 31 schools, 15 university facilities, 10 hospitals, 16 health clinics and 7 laboratories. In 2012, the numbers were: 40 schools, 7 hospitals, 5 health clinics, and 36 other medical facilities, such as laboratories and maternity wards.

40. In 2013, 7 police stations and 7 prisons were constructed or renovated, as were 7 courthouses and 35 other government administration buildings. In 2012, UNOPS constructed or renovated 25 police stations, 2 prisons and 4 detention centres, 2 courthouses, and 73 other government administration buildings.

41. More than a third of UNOPS-supported projects in 2013 created work for local people, but only 20 per cent of these had the direct access or capacity to measure the number of labour days created. Those 55 projects alone generated almost 2.5 million days of paid work for local people.

42. In 2013, UNOPS supported the mine-clearance work of the United Nations Mine Action Service (UNMAS) and partners in 18 countries and territories. It provided human resources management, procurement, contracting, grants management, technical and operational support, and financial and legal services.

43. UNOPS procured more than $749 million worth of goods and services (33 and 67 per cent, respectively) for its partners, some as part of wider implementation services, some as direct transactional support.

44. Over 19,000 units of machinery or equipment were procured by UNOPS for its partners in 2013. Around 4,000 vehicles were procured, compared to more than 6,000 in 2012. Over 7.7 million medical supplies were handled, including the distribution of nearly 3 million condoms and around 2 million diagnostic kits. More than 11.3 million doses of medicine were procured or distributed.

45. UNOPS helped its partners develop local capacity by supporting the training of 327 local authorities and non-governmental organizations, and more than 47,000 individuals, in subjects including disaster relief, infrastructure and sanitation, in comparison to 68 organizations and 21,000 people in 2012. It organized over 12,000 training courses and workshops, up from 484 in 2012, mainly due to a large election training programme.

46. UNOPS helped partners organize 288 high-level events and meetings compared with 451 in 2012, and provided support to 4,511 local organizations, down from 5,026.

47. UNOPS administered or monitored more than 500 grants, compared with 800 in 2012, to fund a range of projects, in addition to about 4,000 UNDP-GEF small grants across more than 120 countries. UNOPS provided a range of common services for the United Nations. For example, UNOPS constructed or renovated five United Nations buildings or compounds. It also

offered common procurement services, such as procuring $72 million worth of goods through UN Web Buy, up from $67.5 million in 2012.

48. UNOPS provided over 14,600 'person-days' of advisory services to its partners (92 per cent in technical advice and 8 per cent capacity development services), up from just over 3,000 in 2012.

Box 2. Improving outcomes for local populations in the Democratic Republic of the Congo

Due to the nature of the support UNOPS provides to donors and governments, it records its results at the output level. Donors and governments own the outcomes produced by their projects, and UNOPS encourages and supports partners in conducting evaluations. Wherever possible, UNOPS records impacts and outcomes, such as in the Democratic Republic of the Congo, where UNOPS is helping partners increase access to vital services and improve the livelihoods of communities emerging from years of conflict.

In the Isangi region, for example, UNOPS is helping the government improve rural infrastructure through the rehabilitation or construction of rural roads, primary schools, health centres, markets, wells and boreholes equipped with solar-powered pumps. An estimated 15,000 people now have access to clean drinking water and are at less risk of water-related diseases.

Also on behalf of the government, UNOPS is rehabilitating 455 kilometres of rural roads in Maniema Province, to stimulate agricultural productivity. With the 233 kilometres rehabilitated thus far, passenger travel costs have been reduced by 50 per cent. Nearly $3 million has been injected into the local economy.

As part of a five-year project funded by the United Kingdom, UNOPS has reopened a 304 km road in the east of the country, improving access to isolated communities and reducing the costs of basic products such as gas and salt by an estimated 25-30 per cent. The project has created over 51,000 work days for local women.

On behalf of the European Union, UNOPS is rehabilitating roads and building bridges in Equator Province under a four-year project to reduce poverty and guarantee better food security. Following the reopening of a key road, the prices of common products such as rice and peanuts have been cut in half.

C. Goal one: Rebuilding peace and stability after conflict

49. In 2013, UNOPS used its infrastructure, procurement and project management capacity to support a range of initiatives designed to foster sustained peace and development in areas suffering or recovering from conflict.

50. Among the 257 UNOPS-supported projects in post-conflict areas were: mine action operations in Mali; emergency infrastructure projects to reach displaced people in South Sudan; and human resources support to hire chemical weapons disposal experts in Libya.

51. About 41 per cent of UNOPS work in conflict-affected areas in 2013 involved managing construction projects. UNOPS helped its partners improve education and health in post-conflict communities by constructing or repairing 21 schools, 15 university buildings, 4 health clinics and 3 hospitals. UNOPS worked with its partners to ensure that the structures have the best long-term impact on society and the environment, while developing local capacity to maintain them in the future. For example, an Italian-funded project in South Sudan constructed four schools using local labour, while procuring education equipment, training teachers, creating school vegetable gardens, holding community meetings with parents to discuss gender issues, and improving girls' attendance rates through interventions such as increased access to sanitary pads.

52. UNOPS helped its partners to reinforce the rule of law by constructing seven police stations and four prisons, including one high-security prison in Kosovo, built to the highest

international standards, with funding provided by the government of Kosovo and the European Commission.

53. Transport in post-conflict areas was improved, with 74 bridges and 227 culverts constructed or rehabilitated across Afghanistan, the Democratic Republic of the Congo, South Sudan, and Sudan. In addition, four aviation facilities and 3,110 kilometres of road were constructed or repaired, allowing humanitarian access to displaced people and improving public access to health, education and justice facilities. For example, a rural access project in Afghanistan maintained 387 kilometres of paved and unpaved roads and constructed some 21 kilometres of unpaved roads with funding from the Government of Sweden. The project had a strong gender element, and trained over 220 women to run businesses that supported the road-building efforts.

54. People who were displaced due to conflict also received a number of services from UNOPS. For example, UNOPS assessed and designed the emergency infrastructure required to improve food security and humanitarian access in Darfur, funded by the Government of the United States of America.

55. After completing a project, UNOPS seeks to leave behind more than just outputs. The organization runs infrastructure projects using as much local labour as possible. This builds local skills, grows industries and injects cash into poor communities. In 2013, UNOPS-supported projects created one million labour days in post-conflict areas. For example a road-building project in the Democratic Republic of the Congo, funded by the Government of the United Kingdom, created more than 45,000 labour days through construction and the planting of 90,000 trees and plants along the route.

56. In addition to direct implementation services, UNOPS increasingly provides advisory services to build capacity so that developing country governments can implement their own projects. In 2013, UNOPS provided almost 1,500 days of advisory services in post-conflict countries, including through a project that developed the ability of the Ministry of Public Works in Afghanistan to operate and maintain its growing road system, by providing more than 400 days of mentoring and on-the-job training at the ministry and provincial levels.

57. UNOPS provided a range of procurement support, buying more than 7,600 items of equipment for various governments, as well as over 260 vehicles. Among these were two ambulances procured for the Ministry of Health in Sudan, with funding from the World Bank.

58. In 2013, UNOPS assisted and supported the mine-action work of UNMAS and partners in 18 countries and territories. It provided human resources management, procurement, contracting, grants management, technical and operational support, and financial and legal services. For a total value of approximately $193 million, UNOPS helped its main partner, UNMAS, deliver a range of results, including:

(a) The UNMAS rapid response team conducted humanitarian rapid response and technical support deployments to countries such as the Democratic Republic of the Congo, Haiti, Libya, Mali and Timor-Leste. In Syria, preparations are under way for a rapid response deployment to conduct emergency survey and clearance operations, risk-education and sector coordination.

(b) In Afghanistan, more than 730,000 items of unexploded ordnance were destroyed, including 121 abandoned improvised explosive devices and over 20,000 anti-personnel mines. An evaluation of gender concerns was conducted to ensure that women and girls benefited from mine action interventions.

(c) In Mali, 726 items of unexploded ordnance and more than 11,600 items of small arms ammunition were safely cleared.

(d) In Somalia, more than 9,000 items of unexploded ordnance were cleared or destroyed and four weapons and ammunition storage facilities constructed.

(e) In South Sudan, 23 mine fields were cleared resulting in the destruction of more than 600 landmines and over 10,000 items of unexploded ordnance. More than 869,000 square metres of land were released and handed back to the people of South Sudan.

(f) In Côte d'Ivoire, more than 100 people, including police officers, were trained in ammunition storage management, explosive ordnance disposal, trauma medical training and dealing with threats from improvised explosive devices.

(g) In Darfur, almost 100,000 people – most of them women and girls – received risk-education training.

(h) In Libya, more than 611,000 explosive remnants of war, small arms and light weapons were cleared, rendering 13.5 square kilometres of agricultural land free for use.

(i) In Colombia, civilian humanitarian demining began in September 2013, reducing the mine threat and releasing safe land for communities.

(j) In Liberia, UNMAS is developing national capacity to help the armed forces and national police safely respond to explosive remnants of war.

(k) In Palestine, all unexploded ordnance was removed from Gaza City by the end of 2013, eliminating the risk of accidental explosions. To address the large increase in child casualties, UNMAS, the United Nations Children's Fund (UNICEF), the United Nations Relief and Works Agency, and community-based organizations worked to institutionalize school teaching on explosive remnants of war.

Box 3. Improving access to water for communities in Darfur, Sudan

A dam rehabilitation project is aiming to address the root cause of conflict in North Darfur by providing nearly 70,000 people with secure access to water.

Initially built in 1954, the Tawila Dam was a major source of water for residents in the area – many of whom are now internally displaced – but has been largely dysfunctional since 2000. This project is expected to double irrigation areas and expand the water storage capacity of the dam by 50 per cent. It aims to support livelihoods, reduce the risk of flooding and drought, and improve access to water, reducing water-related conflicts and encouraging people to return to the area.

The project engaged local communities through consultations and training for local leaders, while creating an estimated 6,400 days of labour for local workers, 25 per cent of whom are women.

The $1.9 million project is funded by the United States Agency for International Development and implemented by UNOPS in collaboration with the State Government of North Darfur.

D. Goal two: Early recovery of communities affected by natural disaster

59. In 2013 UNOPS supported projects to help communities mitigate and recover from natural disasters in Haiti, Nepal, Sri Lanka, and other countries, through disaster-preparedness, post-disaster recovery and reconstruction services.

60. One way UNOPS helped partners rebuild communities after disaster was by constructing schools and medical centres. In Sri Lanka, UNOPS managed the construction of two health centres and rehabilitated 10 schools under a project funded by the Government of Greece. The buildings were designed to resist the effects of flooding and cyclones, and the materials were procured with environmental considerations in mind.

61. A large focus of UNOPS support in these areas involves giving communities work opportunities through labour-based construction projects. This injects cash into the local economy while building skills and engaging communities in the reconstruction process. In 2013, 31 per cent of UNOPS-supported projects in post-disaster situations had the capacity to measure the days of labour that they generated. Together, those projects – including an emergency road repair project supporting the Ministry of Public Works in Haiti, funded by the World Bank – created nearly 90,000 work days.

62. UNOPS involves communities in post-disaster rehabilitation. In partnership with the Government of Sri Lanka and with funding from the International Fund for Agricultural Development, UNOPS completed a large-scale project to build over 20 new fishing harbours and anchorages destroyed by the 2004 tsunami. Meetings were organized to engage communities, and since the project began in 2009 the number of women involved in fishing activities in the area has doubled.

63. In Haiti, UNOPS continued to mitigate health risks, for example, with mobile emergency teams funded by the Central Emergency Response Fund. In 2013, the teams working to contain cholera outbreaks procured almost 16,000 cholera kits and reached 183,000 people with a disease prevention campaign.

64. UNOPS uses its building expertise to limit the threat of future disasters. In Nepal, on behalf of UNDP, UNOPS retrofitted the United Nations House to increase its resistance to seismic events. UNOPS shared its disaster mitigation expertise by providing training to more than 20,000 people in disaster preparedness, including a team of experts learning to enhance infrastructure resilience in developing countries. Funded by Norway, this project was initiated by UNOPS to create rapid deployment capacity for the humanitarian community to quickly carry out assessments of infrastructure systems in pre- and post-disaster settings.

65. UNOPS support included managing complex programmes and procuring goods and services. This included administrative and operational support to the Nansen Initiative secretariat, designed to limit the negative effects of sudden disasters on refugee populations, with funding from the European Commission.

Box 4. Strengthening the health care system of Haiti

UNOPS is supporting an agreement between the governments of Haiti, Brazil and Cuba aimed at bolstering the health care system of Haiti, developing its national capacity and promoting job creation.

The agreement was signed to support the sustainable development of Haiti in the aftermath of the 2010 earthquake. UNOPS managed the construction and equipping of three community hospitals, one rehabilitation centre and one orthesis and prosthesis laboratory. The work was delivered on behalf of UNDP, with funding from Brazil.

Scheduled to be fully operational in mid-2014, the buildings are earthquake and cyclone resistant and incorporate environmentally-friendly infrastructure, such as external solar lamps and rainwater harvesting systems. The project helped introduce new construction methods in Haiti, such as the installation of prefabricated panels.

The project created an estimated 40,000 work days for local labourers, who were trained in plumbing, wiring and installing prefabricated units. UNOPS coordinated training on the new medical equipment for both medical and maintenance staff, and organized an awareness campaign for the local population that helped strengthen local capacity and promote community acceptance of the project.

E. Goal three: Ability of people to develop local economies and obtain social services

66. As well as working in post-conflict and post-disaster areas, UNOPS helped communities in low and middle-income countries lift themselves out of poverty by supporting projects that promote sustainable economic development and access to education, health care and justice services.

67. For reporting clarity, this section will focus on projects in territories that have not recently been affected by conflict (see goal one) or natural disaster (see goal two).

68. In 2013, UNOPS directly managed the construction or rehabilitation of 18 government buildings, 13 hospitals and health clinics and seven medical laboratories, including a hospital in

Puerto Barrios, Guatemala. The hospital, which was built on behalf of UNDP with funding from the Government, included earthquake-resilient techniques and a wastewater treatment plant.

69. UNOPS helped its partners improve the infrastructure needed for a strong justice system with seven new courthouses. The construction of a courthouse in Peru, on behalf of the Government, included a range of contractual obligations for all sub-contractors so as to improve national capacity in the course of biddings and contract management.

70. In many cases, UNOPS is able to provide advisory support to governments rather than directly managing construction. In 2013, UNOPS provided almost 11,000 days of such support in these non-crisis areas. A government hospital project in Nicaragua received 1,640 days of guidance from UNOPS advisors, leading to an updated architectural design and a detailed review of the technical specifications. The original involvement of UNOPS in the tender process reduced the cost of construction by almost 35 per cent.

71. On behalf of various partners, UNOPS procured almost $10 million worth of equipment in 'goal three' areas in 2013, ranging from agricultural machinery to computers to generators. This included procuring 12 generators for the Ethiopian Ministry of Agriculture, with funding from the International Fund for Agricultural Development.

72. Procuring high-quality medications in an accountable manner is often difficult for low-income countries or economies in transition. In these situations, UNOPS can ensure a reliable supply of quality goods while building local capacity in transparent procurement practices. In 2013, UNOPS procured over 11 million doses of drugs, mainly though support to health funds in Cambodia and Myanmar, but also through direct support to Argentina and Paraguay. These included eight million doses of HIV/AIDS medicines bought as the principal recipient for the Global Fund to Fight AIDS, Tuberculosis and Malaria in Myanmar. The drugs provided lifesaving antiretroviral treatment for a year for 24,000 people living with HIV. UNOPS provides fund management services in Myanmar for the multi-donor Three Millennium Development Goal Fund (3MDG) and has supported the procurement of 150,000 bed nets to prevent malaria. This is part of broader UNOPS support to 3MDG, which in 2013 resulted in over 560,000 people being tested for malaria, over 80,000 receiving malaria treatment and over 850,000 bednets being distributed to vulnerable communities.

73. In an example of procurement capacity-building, UNOPS trained 84 local auditors in Columbia, under an agreement between the Government and UNODC, to strengthen anti-corruption capacity and improve procurement efficiency.

74. UNOPS helps its partners procure services as well as goods, administering almost 6,300 contracts around the world for many countries and organizations, including over 200 contracts for the implementation of the Millennium Villages project in Ghana.

75. In addition to transactional services, UNOPS provides other administrative support, such as hosting services to the Water Supply and Sanitation Collaborative Council, supporting work that helped 3.2 million people improve their access to sanitation in 2013.

76. To build local capacity in a range of fields, the organization trained more than 19,000 individual people across 32 countries, in addition to organizing almost 12,000 workshops to groups of various sizes, the majority of which were to train electoral staff in Pakistan on behalf of UNDP.

F. Goal four: Environmental sustainability and adaptation to climate change

77. UNOPS partners often request project management support for large-scale internal environmental projects. From managing large environmental remediation schemes in Sri Lanka on behalf of the European Commission to administering loans for the Clean Development Mechanism scheme on behalf of the United Nations Climate Change Secretariat, UNOPS work in this area is extremely varied.

78. In 2013, UNOPS provided direct support to 10 different state bodies dealing with environmental projects, for example providing human resources, procurement and logistical support to a UNEP project office advancing access to sustainable energy within the South Department of Haiti, with funding from Norway. UNOPS also supported the Government of Peru in monitoring a large-scale programme to replace wood-burning stoves with cleaner, more energy-efficient gas stoves.

79. Over 70 surveys or other pieces of environmental research were produced with UNOPS support, one example being a project to reduce toxic impacts from health care waste in Tanzania. The project worked with UNDP, the World Health Organization, Health Care Without Harm, and the University of Dar es Salaam to promote appropriate, affordable technologies for waste treatment.

80. UNOPS is able to provide support when the cross-border nature of environmental issues necessitates coordinated international action. For example, UNOPS executes an international waters portfolio of 34 projects that focus on transboundary water systems. These are funded by GEF at the request of UNDP and other GEF-implementing organizations, such as the World Bank. The projects help countries work together and share knowledge to fight ecological stress, such as that caused by overfishing and industrial pollution. In 2013, UNOPS helped finalize the updated transboundary diagnostic analysis for Lake Baikal, for example, which includes studies on climate change and groundwater pollution risks.

81. UNOPS is the executing agency for the UNDP-implemented GEF Small Grants Programme, which channels money to non-governmental and community-based organizations to help them address climate change, conserve biodiversity, protect international waters, reduce the impact of persistent organic pollutants, and prevent land degradation. In 2013, UNOPS provided administrative and financial management for about 4,000 such sub-projects in more than 120 countries.

G. Cross-cutting concerns

82. UNOPS intensified its focus on sustainability in 2013. In the next reporting period (2014-2017), UNOPS will report against a wider range of social, economic and environmental sustainability indicators. For 2013, the organization continues to report against the criteria laid out in the strategic plan, 2010-2013, through its cross-cutting concerns of gender, the environment and national capacity development.

83. In 2013, UNOPS helped partners pursue these cross-cutting initiatives across all four contribution goals. In some cases those concerns were the main focus of the project, but in most they were integrated into a project with a different primary goal.

National capacity development

84. Around 48 per cent of all the projects supported by UNOPS report on work to develop national capacity, mainly by enhancing institutions or developing skills. In most cases the projects included specific activities related to national capacity development in their design. For example, a project to increase access to modern energy services and agro-enterprises in

sub-Saharan Africa, funded by the Gates Foundation and UNDP, contained a wide range of formal training, technology transfer, knowledge sharing and networking elements. As well as developing capacity during project implementation, around 30 per cent of projects created specific capacity development outputs, such as training manuals or providing government staff with certified training.

85. In the cases where capacity development had not been specified in the original design, 8 per cent of UNOPS project managers were still able to include some elements during implementation, often through on-the-job training with local authorities or communities. For example, a project to rehabilitate a state administrative building in Liberia, implemented on behalf of UNDP, provided technical training for local workers.

86. UNOPS helps its partners enhance skills that are needed for developing countries to run their own initiatives. For example, the European Partnership with Municipalities Programme, a large-scale programme funded by the European Union and the Government of Switzerland, ensured that local municipalities and community-based organizations in Serbia managed the project implementation themselves, while UNOPS provided advisory support. In Afghanistan, the UNOPS-supported mine action programme is in the advanced stage of transition to national ownership, with Afghan nationals holding most management positions.

87. As part of its project management support, UNOPS provided formal training while implementing projects for its partners in a range of sectors, helping to expand the skills and knowledge of over 47,000 people, in addition to organizing more than 12,000 training courses and workshops. As part of an integrated programme to rehabilitate multiple neighbourhoods of Port-au-Prince, Haiti, UNOPS, in partnership with the Ministry of Public Works and on behalf of multiple donors, trained local workers to repair and reinforce houses damaged by the earthquake.

88. As a central procurement resource, UNOPS often works to develop capacity in the transparent and accountable purchasing of goods and services by public bodies. In 2013, UNOPS provided 2,725 days of advisory services in procurement, as well as considerable capacity development services during direct project implementation. In Honduras and Nicaragua, UNOPS provided nearly 60 local government employees with in-depth procurement training as part of support to water, sanitation and hygiene projects in small cities and schools, funded by the Swiss Agency for Development and Cooperation.

89. As an expert in managing development projects, UNOPS focuses on community engagement to create lasting impact. In 2013, 25 per cent of UNOPS projects included funding and donor support to engage communities during implementation. For example, a project for the sustainable management of livestock in West Africa, implemented by UNOPS on behalf of UNDP, established a community steering committee to enable local communities to be fully involved in the implementation of the project.

Gender equality and the empowerment of women

90. In 2013, 30 per cent of the projects supported by UNOPS were working to improve gender equality and the empowerment of women. In 19 per cent of those cases, the original design had included specific 'gender deliverables'. For example, a project funded by the Government of Canada to support and strengthen Palestinian prosecution services also created a gender unit within the Office of the Attorney General.

91. Other projects increased equality by giving women a voice. In the Democratic Republic of the Congo, a World Bank-funded infrastructure project not only taught women construction skills but aimed at having at least 30 per cent women on the committees overseeing the operation and maintenance of completed rural markets and roads.

92. Increasingly, the large infrastructure projects implemented by UNOPS have complex plans to consider women's needs. For example, a $66 million project in South Sudan, with funding

from the Government of the United States, is building infrastructure that benefits communities, such as feeder roads linking villages to markets. The plans ensure that women and communities benefit from implementation through work programmes, gender-sensitive planning and capacity-building activities.

93. Some projects helped develop state capacity for gender sensitivity, such as the Afghan Democratic Policing Project. UNOPS provided fund management support to the United Nations Assistance Mission in Afghanistan to implement the project through eight Afghan civil society organizations. These mentored police officers to be more sensitive in cases of domestic violence, and provided literacy training for female police officers to help advance their careers.

94. Even in projects where gender equality outputs had not been specifically included in the original design, around 10 per cent of project managers were able to include elements to empower women. A project funded by the European Union to promote partnership between public authorities and civil society in Iraq worked to ensure that women's organizations were included in all project activities, and guaranteed representation by women in government delegations.

95. Just under a quarter of the projects working on gender empowerment boosted women's access to social services and opportunities, building facilities designed to enable girls and women to receive justice, education, and health care. UNOPS is building a courthouse in Palestine that includes separate access to the courts for women, female-only cells, and separate prayer rooms, among others elements.

96. UNOPS would like to see more of its projects focused on gender equality and women's empowerment. With this in mind, in 2013 UNOPS produced a gender mainstreaming toolkit for project personnel that highlights how gender and equality issues can be addressed through the whole project lifecycle, from initiation to closure, ensuring that the voices and needs of women and girls are taken into account. The toolkit has been incorporated into all major project management training. The sustainability marker now being piloted should improve the consideration of gender issues during the entire project cycle.

Box 5. UNOPS commits to greening its infrastructure projects

In 2013, the commitment of UNOPS to protecting the environment when managing construction sites led to its ISO 14001 certification.

ISO 14001 is the most recognized environmental management standard in the world, awarded to organizations that actively assess and manage their environmental effects. To achieve this certification, UNOPS developed an environmental management system to help project managers and monitor and control the environmental impact of projects by providing guidance on handling waste, protecting animals, and making the best use of natural resources.

The system allows project managers to consider environmental factors on a day-to-day basis, from the early stages of a project, to mitigate any negative effects and maximize environmental benefits. It also considers the impact of a project on socioeconomic issues in the area, so as to ensure the protection of the environment while improving the lives of people in the communities concerned.

The environmental management system is part of a larger drive to incorporate sustainability into every aspect of UNOPS work and provides a structured approach to the implementation of the UNOPS policy for sustainable infrastructure.

Environmental sustainability

97. In 2013, 30 per cent of the projects supported by UNOPS were working to improve environmental sustainability, either directly or by ensuring that other humanitarian, peacebuilding and development projects were implemented in the 'greenest' manner possible. This included the sustainable use of natural resources, incorporating sustainable building techniques, and promoting renewable energy.

98. In addition to the hundreds of environmental sub-projects run by the GEF Small Grants Programme, around 50 UNOPS-implemented projects focused primarily on the environment (see goal four).

99. Just over 100 of the non-environmental projects supported by UNOPS had pro-environment elements included in their design, and the managers of a further 11 per cent of projects added elements to increase environmental sustainability during implementation.

100. When implementing projects, UNOPS increasingly uses an environmental management system to identify and manage environmental risks and works closely with local communities to minimize any negative effects. For example, on a Japanese-funded road-building project in South Sudan, several measures were implemented after an environmental review, including improved waste management, reduced land clearing, dust suppression through water spraying and vehicle repair to limit exhaust fumes.

101. Many UNOPS-supported projects prioritized the sustainable use of natural resources, from the selection of building materials to the promotion of recycling. Sustainable building techniques were included in construction projects wherever possible, such as the use of bamboo to construct a climate communications centre, run entirely on solar power, in a Norwegian-funded REDD+ project in Indonesia.

102. Many projects used environmental criteria during procurement processes, or when overseeing grants, by increasingly using the criteria from the United Nations Sustainable Procurement Product Guidelines in tender documents. One example is a project funded by the Inter-American Development Bank that is procuring medical equipment and supplies for the Government of El Salvador.

103. In planning its operations, UNOPS pays particular attention to ensuring that the latest technologies and up-to-date sustainable construction techniques are used. This leads to more durable buildings that use fewer resources. The new World Food Programme compound in Ethiopia was constructed by UNOPS in a way to protect it from flash floods, earth tremors, sandstorms and extreme heat.

104. Renewable energy technologies were promoted wherever possible, including by installing solar panels on completed infrastructure, such as on three new paediatric clinics in Sierra Leone, built by UNOPS on behalf of UNICEF, with funding from the Government of Ireland.